



# **Arlington County Public Health Volunteer Management System**

**Developed by the GWU Institute for Crisis,  
Disaster, and Risk Management  
for Arlington County, Virginia**



# Presenters

- Jan Tenerowicz, RN BSN, Arlington County Medical Reserve Corps Coordinator
- Valerie Seefried, MPH, Research Associate, George Washington University Institute for Crisis, Disaster, and Risk Management

# Today's Presentation

- The ACPH-VMS - who, why, how, and what
- ACPH-VMS overview
- Implementation steps and strategies

# Who?

- Arlington County
- Public health
- Volunteers

# Arlington County

- Urban county
- 26 square miles
- Across from Washington, DC
- Federal and corporate worksites (Pentagon)
- Reagan National Airport
- Metro
- 198,267 population – diverse







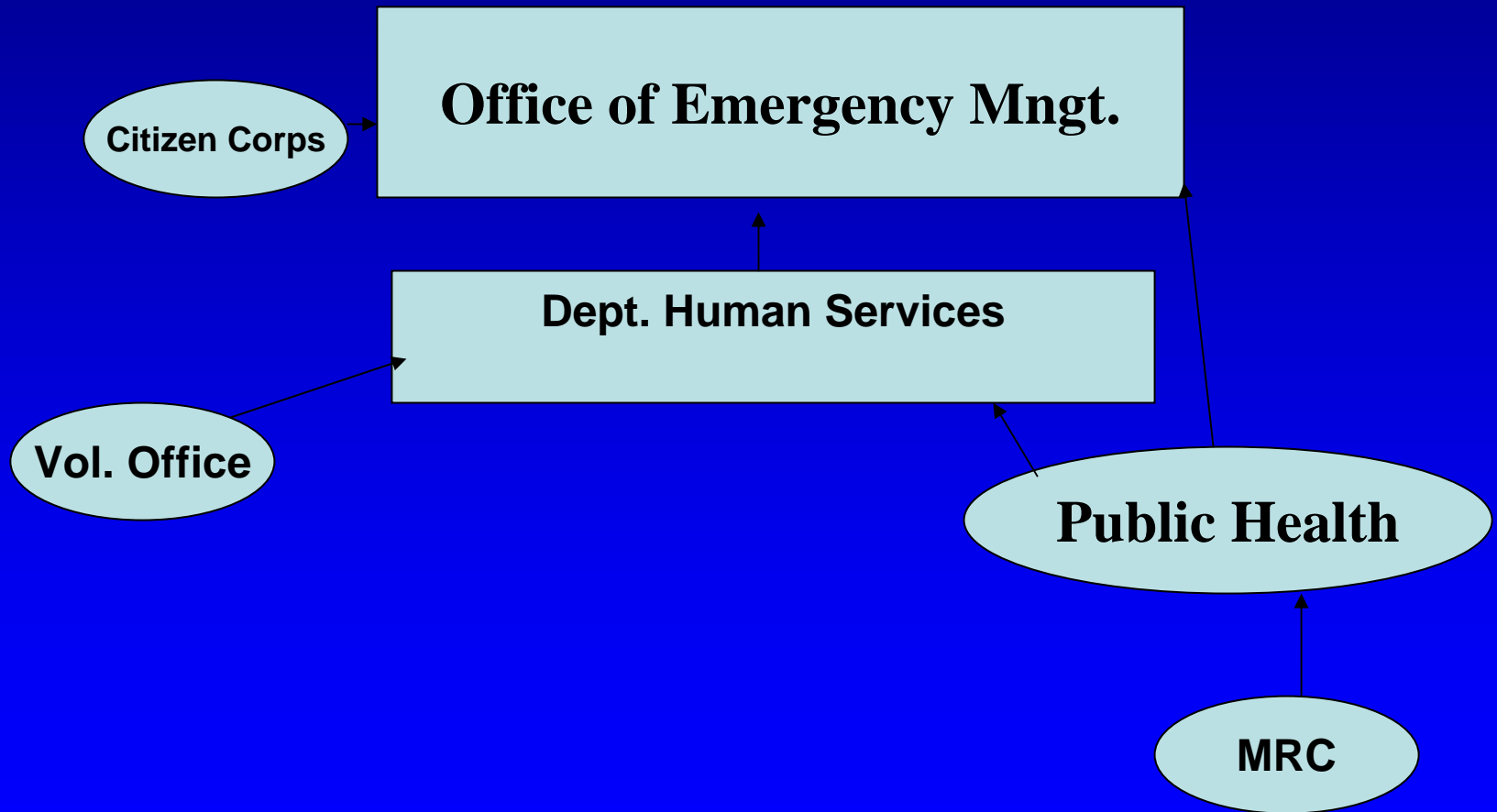




# Public Health Division

- Department of Human Services Division
  - Core public health services and public health response to emergencies
  - 227 employees - full/part time
    - 65 nurses
    - 1 emergency planner
    - 1 epidemiologist

# Arlington County Volunteers



# Public Health Volunteers

## Medical Reserve Corps

- 185+ pre-registered medical care professionals and others with relevant skills
- Spontaneous
- Medical Advisory Group

## Other County Employees

# MRC Challenges

- How do you manage the processing of both pre-registered AND spontaneous volunteers through the same system?
- How do you know that volunteers are properly credentialed?
- How do you know if the information on pre-registered volunteers in your system is up to date?
- How do you know that volunteers have been properly briefed and are prepared to work as volunteers?

# Why?

- Organized structure
  - Process, train, and manage
- Public health application
  - Mass Clinics
  - Epidemiology and surveillance
  - Quarantine and isolation
  - Community information
- Integrate directly into the incident
- Flexible and scalable



# How?

- George Washington University Institute for Crisis, Risk, and Disaster Management
  - Research based model
  - Public health collaboration
- Funding
  - Private foundation

# What?

- ACPH-VMS Project Objectives
  - Organize public health volunteers/groups supporting public health incident response
  - Integrate into ICS/IMS – NIMS compliance
  - Process and catalogue volunteers for job match
  - Orient and “just-in-time” train
  - Ensure volunteer safety
  - Maximize volunteer experience

# GWU Project Team Personnel

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- Joseph Barbera, MD – Principal Investigator
- Anthony Macintyre, MD – Subject matter expert/  
research/writer
- Valerie Seefried, MPH – GWU Project Coordinator/  
PH expertise

# GWU Project Team Personnel

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- Lissa Westerman, RN - Bridge between ACPH & ICDRM, nursing & public health expertise
- Greg Shaw, DSc – GWU Project Administrator / subject matter expert/ training development
- Sergio De Cosmo – Software & electronic expertise, systems engineering

# **GWU Volunteer Management System 'ISSUES & OPPORTUNITIES MODEL'**

- Lauren Fernandez, MS – Subject matter expert (extensive experience as a volunteer emergency responder), systems engineering, Doctoral research

## **Research based:**

- Volunteers as risks
- Incident risks
- Volunteer skills
- VMS Interventions to minimize Risks and maximize Opportunities (skills)
- ICS/IMS Interventions to support an effective VMS



# Arlington County Public Health Volunteer Management System

## Project Deliverable

The 'PACKAGE':

'System Description & Concept of Operation'

'Position Description/Qualifications'

'Job Action Sheets'

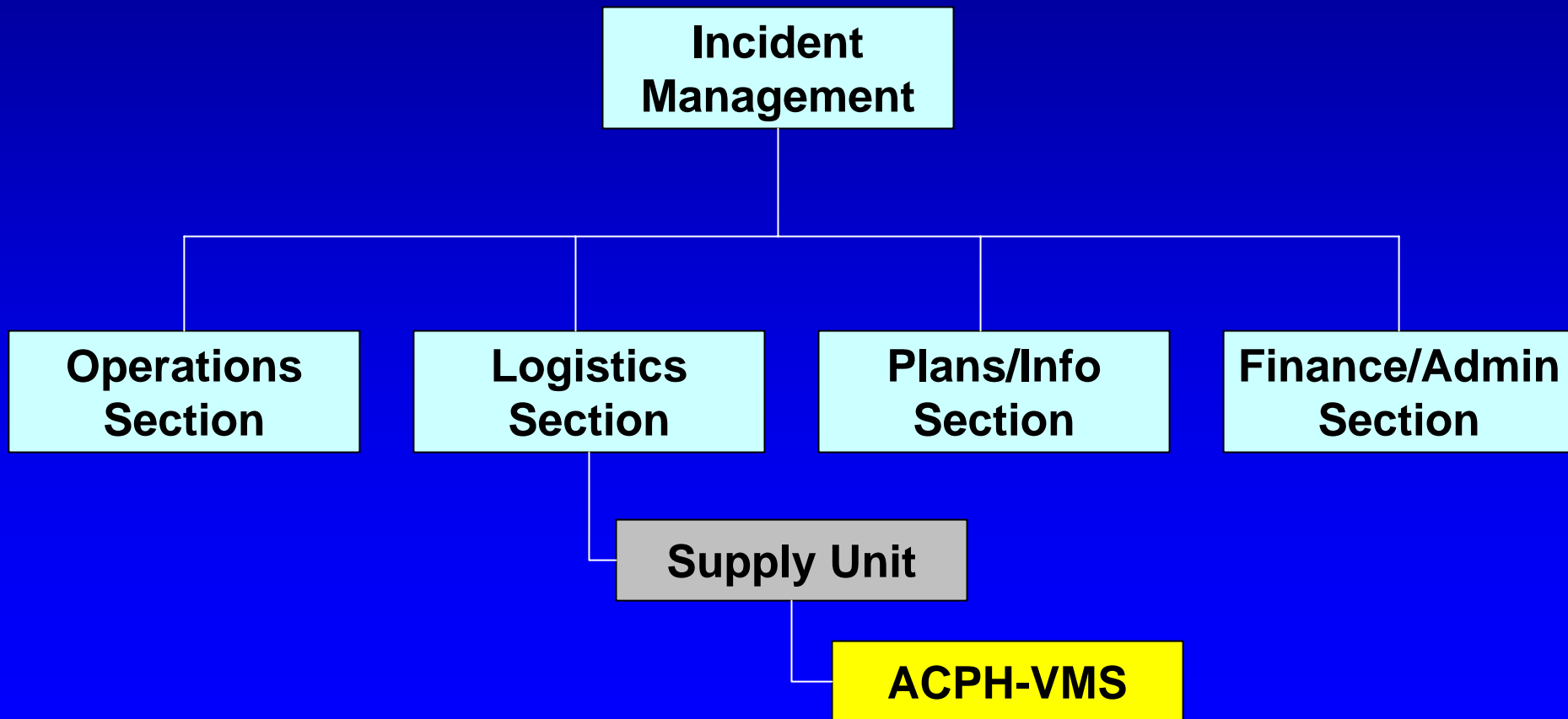
'Forms and Process checklists'

# Advantages of the ACPH-VMS

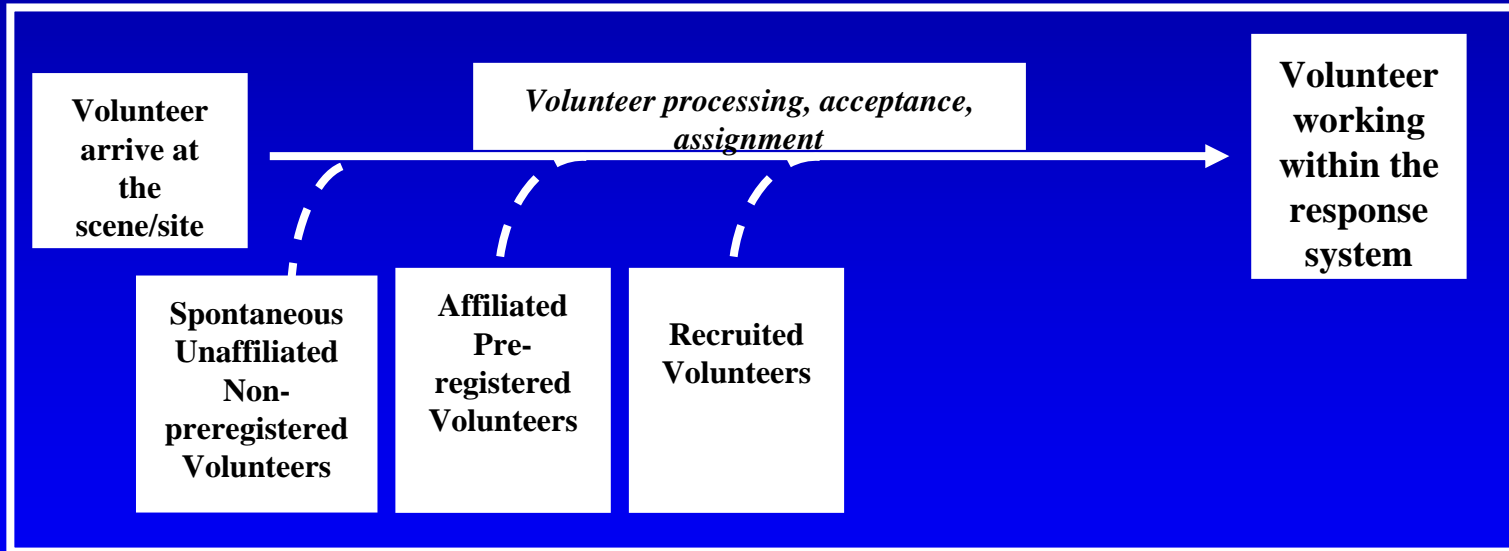
- ICS / NIMS compliant
- Integrates directly into Incident Management
- Manages volunteers throughout the duration of their volunteer experience
- Scalable & staffed according to need

# Arlington County Public Health Volunteer Management System

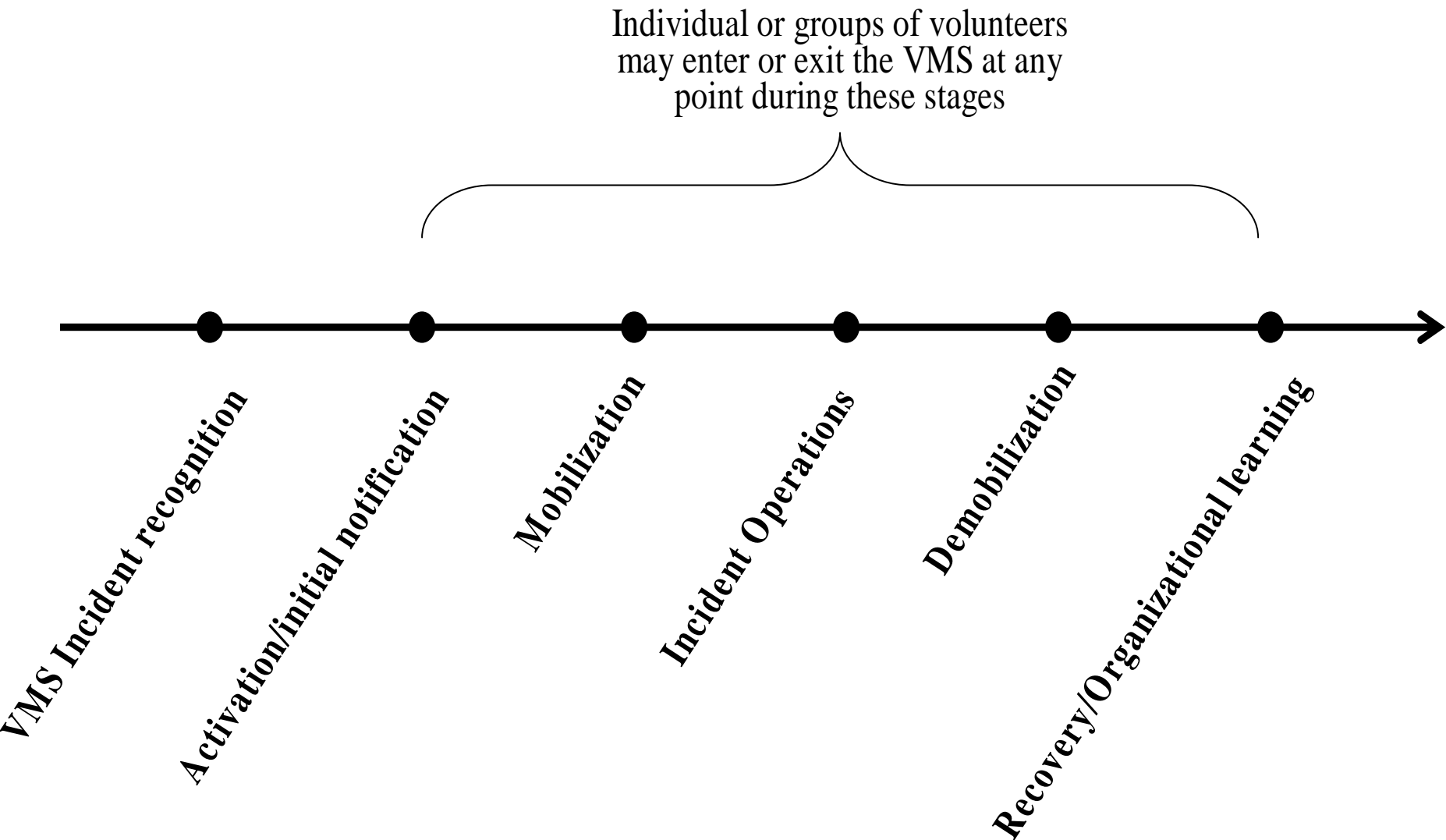
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# Integrating Volunteers into the Response



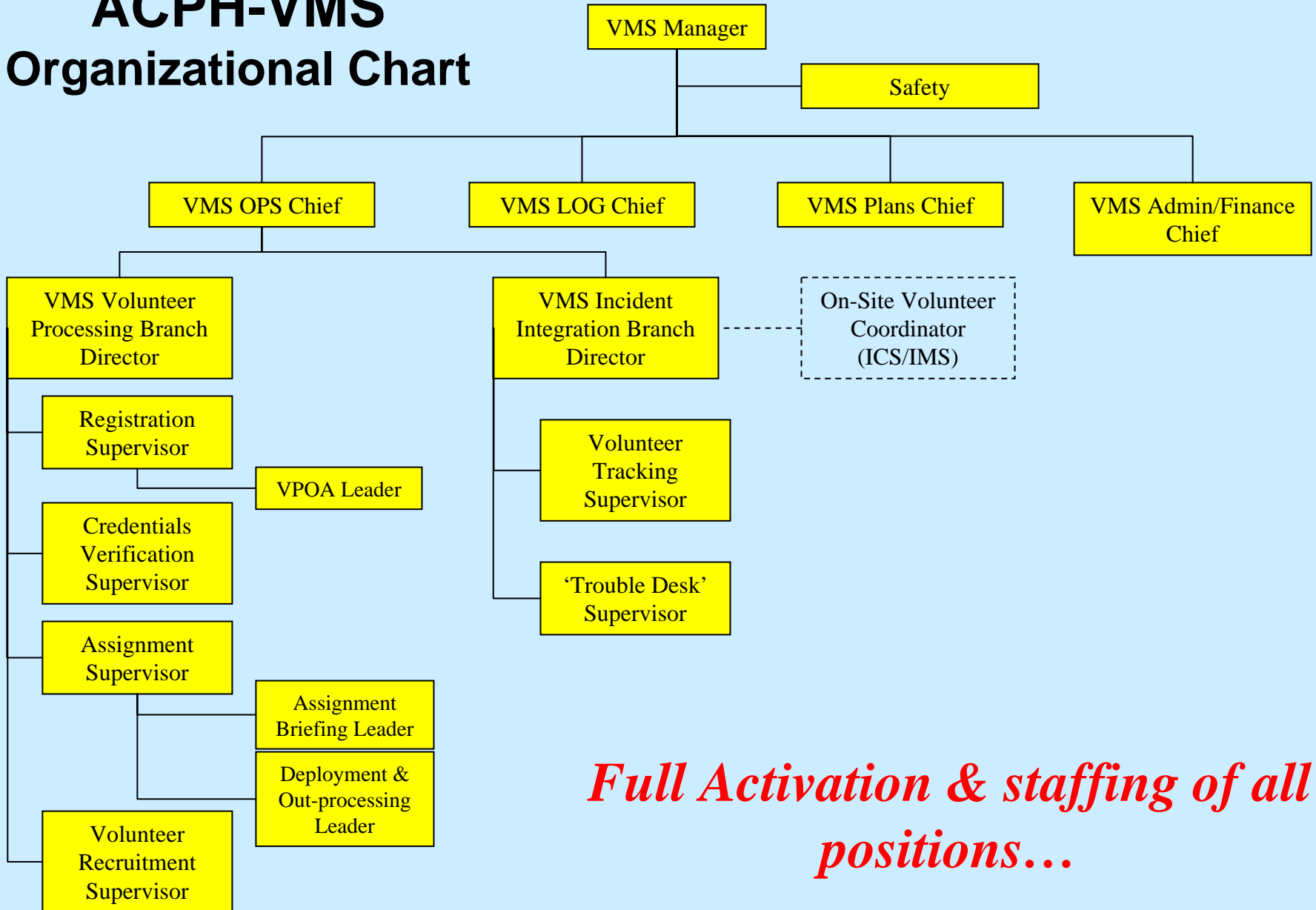
# Stages Described in the Concept of Operations





# ACPH-VMS

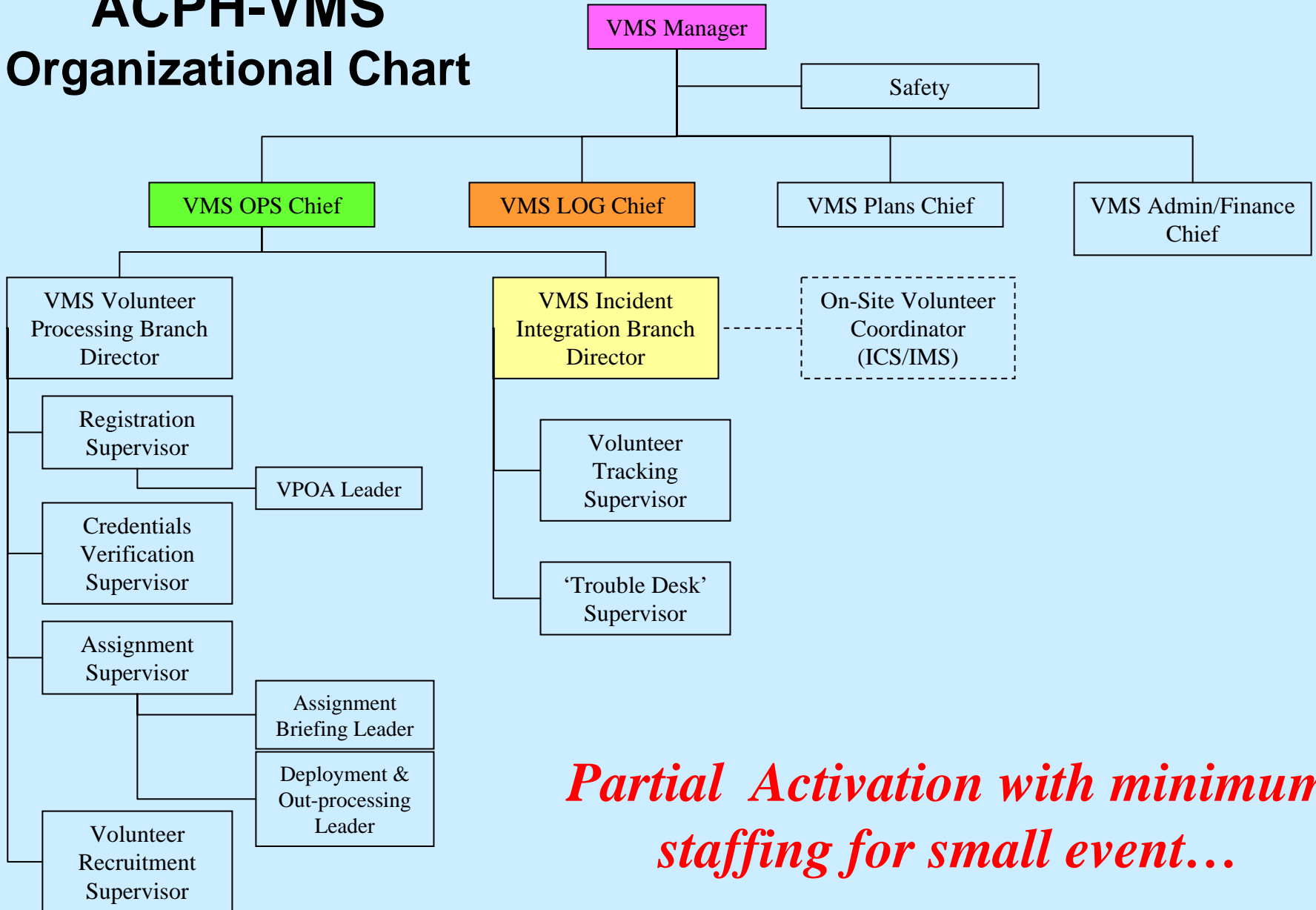
## Organizational Chart



*Full Activation & staffing of all positions...*

# ACPH-VMS

## Organizational Chart



*Partial Activation with minimum staffing for small event...*

# ACPH-VMS Processes

There are 3 major components:

- Management
- Incident Integration
- Volunteer Processing

# ACPH-VMS Management

- Oversees mobilization/demobilization
- Sets operational periods, planning cycles & objectives
- Ensures correct utilization of forms
- Assures adequate overall function of VMS
- Assures safety of volunteers & VMS staff
- Public information & liaison

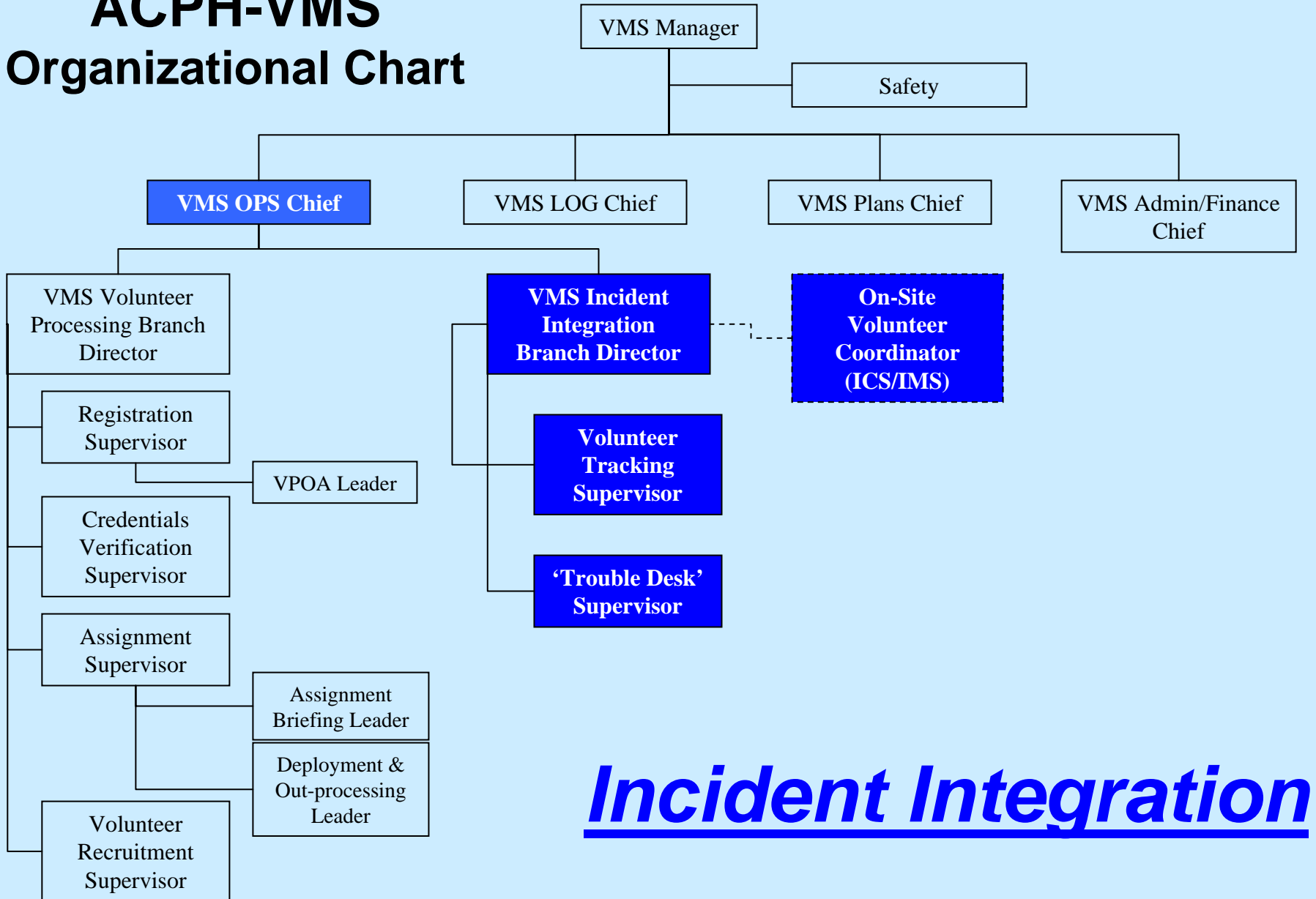
# Incident Integration

- Identifies volunteer needs
- Informs Processing Branch about positions to be filled
- Monitors and tracks volunteers
- Maintains “trouble desk” function
  - Answers questions
  - Documents any adverse incidents



# ACPH-VMS

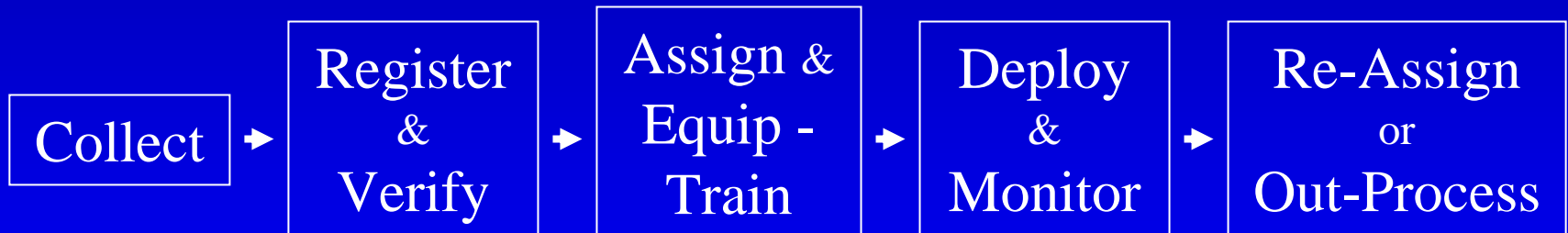
## Organizational Chart

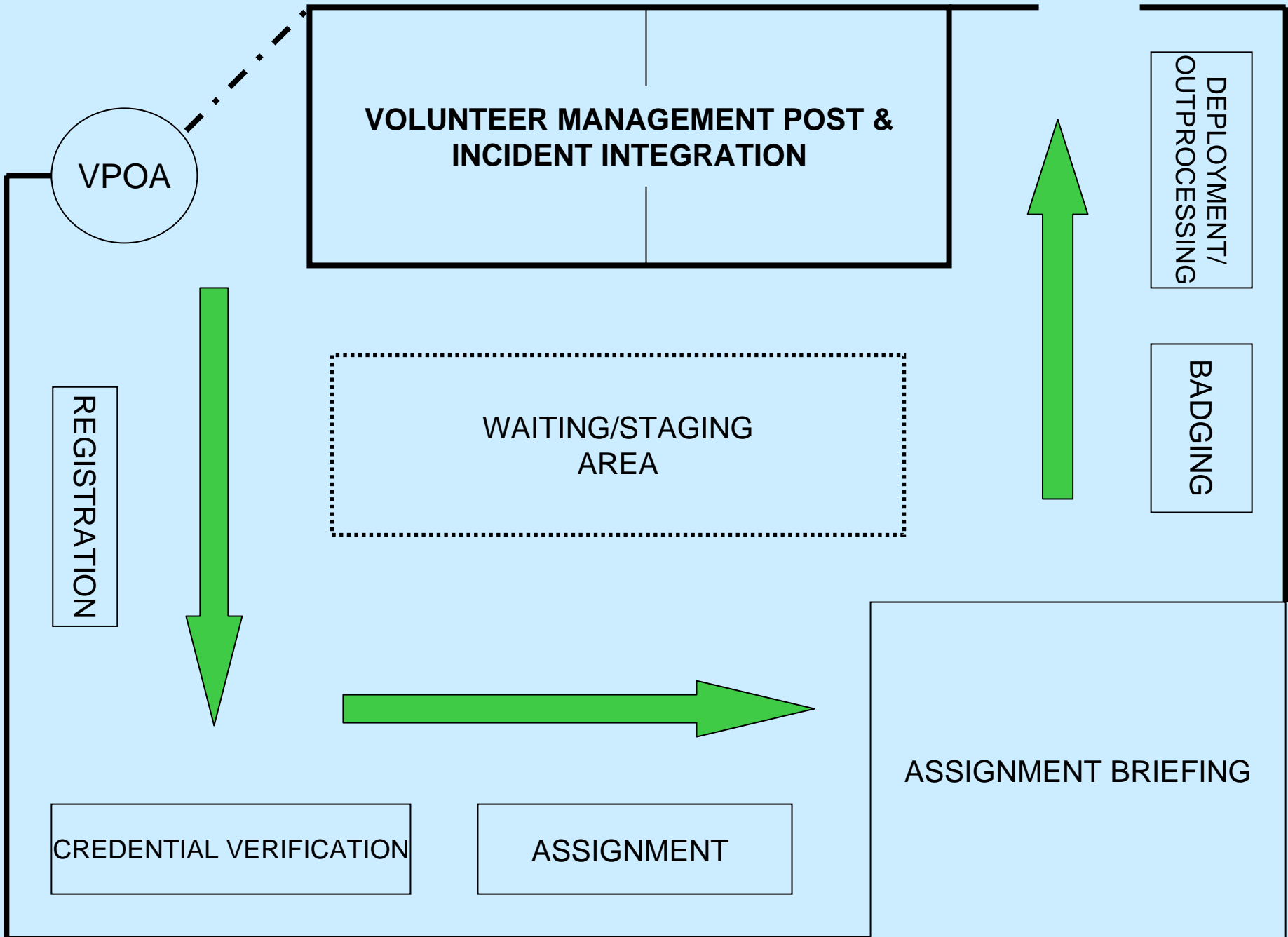


**Incident Integration**

# Volunteer Processing

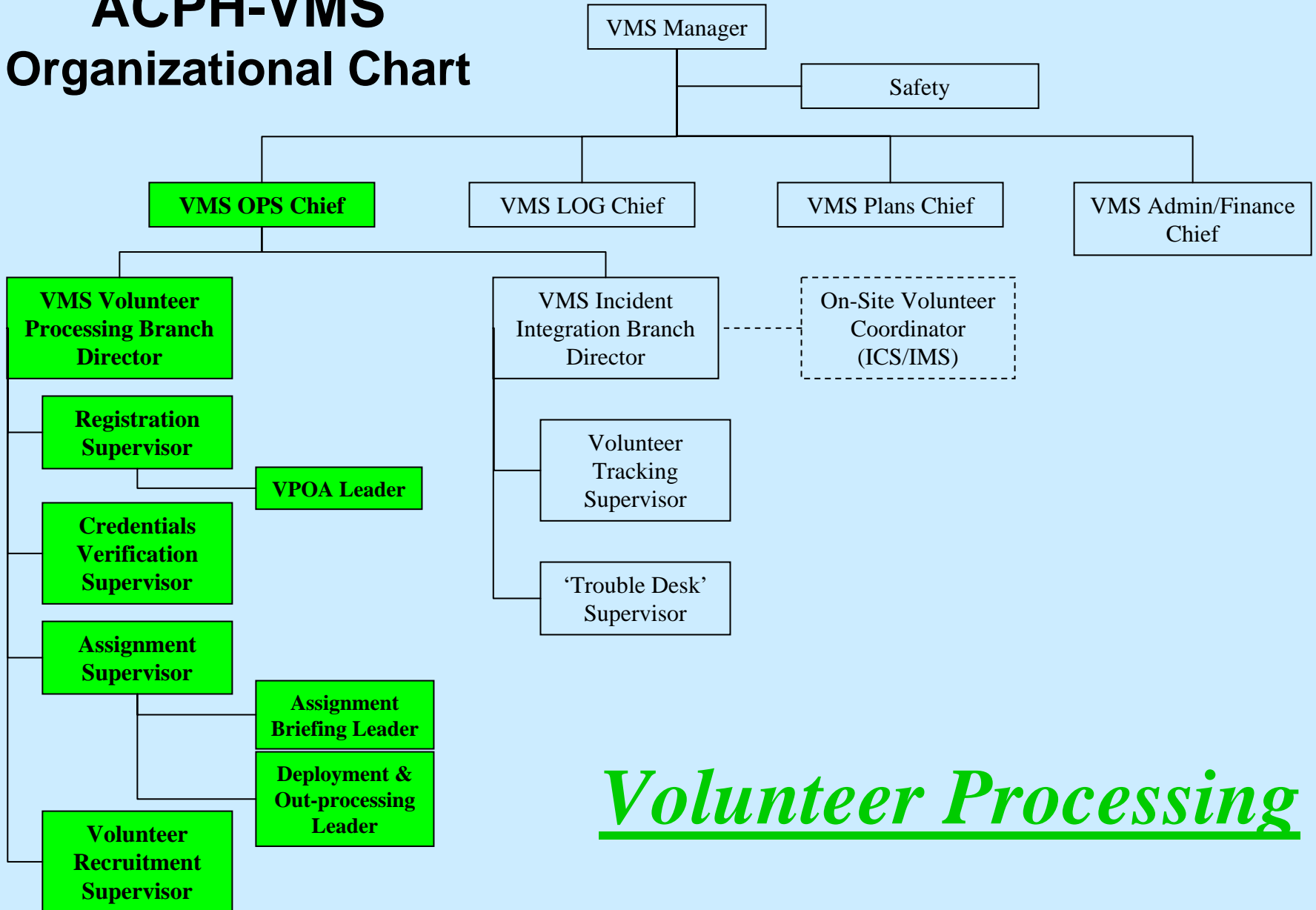
*“Processing & Managing the Volunteer”*





# ACPH-VMS

## Organizational Chart



*Volunteer Processing*

# Each VMS Staff Position

- Position Description
- Qualifications
- Job Actions
- Supporting Tools

## ACPH-VMS Operations Chief

Position Description	Rev. 9/24/05
<ul style="list-style-type: none"><li>• Reports to the ACPH-VMS Manager</li><li>• Oversees all Operations functions in the ACPH-VMS - Volunteer processing and Incident Integrations</li></ul>	
Qualifications	
<p>Key considerations:</p> <ul style="list-style-type: none"><li>• Operational level proficiency in ICS/IMS</li><li>• Operational level of proficiency with the ACPH-VMS</li><li>• Operational level of proficiency with PH Emergency Operations Plans and response functions</li><li>• Good human resources and organizational skills</li></ul>	

## ACPH-VMS Operations Chief Job Action Sheet

Job Actions	Rev. 9/24/05
<b><u>Reports to: ACPH-VMS Manager</u></b>	
<ul style="list-style-type: none"> <li>▪ Receive brief from ACPH-VMS Manager</li> <li>▪ Determine Operations section structure as presented in pre-plan and assign positions based on incident parameters – may involve the merging of positions based on assessed needs</li> <li>▪ Assist ACPH-VMS Logistics with input on physical set up and supply and equipment needs of ACPH-VMS, if alterations from the pre-plan layout are required</li> <li>▪ Brief operations staff and ensure all operations staff understand their roles and responsibilities</li> <li>▪ Ensure that a basic processing capability is in place to process early-arriving volunteers and expedited volunteer registration</li> <li>▪ Monitor Operations of Volunteer Processing Branch and Incident Integration Branch. Key issues to assess:               <ul style="list-style-type: none"> <li>○ Are volunteer needs, as requested through ICS/IMS, being fulfilled by the VMS system? (using Situation Update VMS 209)</li> <li>○ Are both the ACPH-VMS and the onsite ICS/IMS orientation process effective in providing volunteers adequate information to complete their assignments safely and effectively? Is it current and consistent with other briefings? (using Trouble Desk Information Form VMS T2; Volunteer Performance Evaluation Form VMS 226; and Volunteer Feedback Form VMS P12)</li> <li>○ Is the tracking system adequate to maintain accountability of deployed volunteers?</li> <li>○ Does the tracking system meet the needs for tracking training, site of deployment, and safety issues?</li> </ul> </li> <li>▪ Monitor resource needs related to Volunteer Processing and Incident Integrations for ongoing ACPH-VMS operations and relay to ACPH-VMS Logistics as necessary</li> </ul>	
<b>Supporting Tools:</b>	
General Message (VMS 213)	Volunteer Performance Evaluation Form (VMS 226)
Trouble Desk Information Form (VMS T2)	Volunteer Feedback Form (VMS P12)
	Situation Update (VMS 209)

# ***'TOOLS'***

The 'tools' developed are a combination of:

- NIMS Compliant Management Forms
- Volunteer Processing Forms
- Templates
- Process Checklists
- Job Action Sheets



# ***Key Criteria for Tool Development***

1. Based on lessons learned
2. Drives the system through effective management and volunteer processing techniques
3. Based on ICS / NIMS
4. Paper-based format but ideally electronic

# ***SETTING-UP THE VOLUNTEER MANAGEMENT SYSTEM***

## **NOTIFICATION & ACTIVATION of ACPH-VMS**

- ACTIVATION PROCEDURE (VMS A1)
- NOTIFICATION & ACTIVATION MESSAGES (VMS A2)

## **MOBILIZATION of ACPH-VMS**

- MOBILIZATION CHECKLIST (VMS L1)
- ACPH VPOA & VMC SITE SELECTION (VMS L2)
- ACPH VMC SITE SET-UP (VMS L3)
- VPOA / ACPH-VMC SIGNAGE (VMS L4)

# ***RUNNING THE VOLUNTEER MANAGEMENT SYSTEM***

## **MANAGEMENT TOOLS required for ACPH-VMS**

- INITIAL EVENT LOG (VMS 201)
- ORGANIZATIONAL CHART (VMS 207)
- PERSONNEL CHECK-IN LIST (VMS 211)
- VMS ASSIGNMENT LIST (VMS 203)
- JOB ACTION SHEETS
- VMS HEALTH & SAFETY PLAN (VMS 208)
- VMS OPERATIONS WORKSHEET (VMS 215)
- SITUATION UPDATE (VMS 209)
- GENERAL MESSAGE (VMS 213)
- INCIDENT EXPENSE LOG (VMS M3)

## **LOGISTICS TOOLS required for ACPH-VMS**

- TRANSPORTATION REQUEST LOG (VMS L5)
- MEDICAL PLAN (VMS 206)
- COMMUNICATIONS PLAN (VMS 205)

ACPH-VMS ASSIGNMENT LIST		VMS 203 Rev. 9/25/05
<i>This form documents the personnel assigned to specific positions within the ACPH-VMS. A VMS-203 is completed for each operational period and included in the ACPH-VMS Action Plan.</i>		<b>VMS PLANS</b> Distribution to Section Chiefs and include in Action Plan.
1. INCIDENT:	2. DATE AND TIME PREPARED:	3. OPERATIONAL PERIOD:
<b>4. VMS COMMAND AND GENERAL STAFF</b>		
VMS Manager		
VMS Safety Officer		
VMS Plans Chief		
VMS Logistics Chief		
VMS Admin/Finance Chief		
VMS Operations Chief		
<b>5. VMS OPERATIONS BRANCH – PROCESSING</b>		
<b>Volunteer Processing Branch Director</b>		
Registration (Supervisor)		
VPOA Leader		
Credential Verification Supervisor		
Assignment Supervisor		
Assignment Briefing Leader		
Volunteer Deployment/Out-processing Supervisor		
Other		
<b>6. VMS OPERATIONS BRANCH – INCIDENT INTEGRATION</b>		
<b>Incident Integration Branch Director</b>		
Volunteer Tracking Supervisor		
Trouble Desk Supervisor		
Other		
<b>7. OTHERS</b>		
Volunteer Recruitment Supervisor		
Other		
<b>8. PREPARED BY:</b>		<b>9. REVIEWED BY (VMS Manager):</b>

# ***COORDINATING WITH THE INCIDENT COMMAND/MANAGEMENT SYSTEM (ICS/IMS)***

## **INCIDENT INTEGRATION TOOLS required for ACPH-VMS**

- ASSIGNED VOLUNTEER SCHEDULING & TRACKING FORM (VMS T1)
- TROUBLE DESK INFORMATION FORM (VMS T2)
- VOLUNTEER INCIDENT REPORT (VMS T3)
- VOLUNTEER PERFORMANCE EVALUATION FORM (VMS 226)

<b>TROUBLE DESK INFORMATION FORM</b>		<b>VMS T2</b> Rev. 9/25/05
<p><i>This form is intended to capture all the information related to possible problems with deployed ACPH volunteers working at the incident site under ICS/IMS supervision. The Trouble Desk Supervisor is responsible for the completion of this form and forwarding the form to the VMS Manager for final review. The Trouble Desk investigates/intervenes as indicated.</i></p>		<p><b>TROUBLE DESK SUPERVISOR</b></p> <p>Distribution to VMS Manager, VMS Plans, Volunteer Processing Branch</p>
1. INCIDENT:	2. DATE/TIME PREPARED:	3. OPERATIONAL PERIOD (Date/Time):
4. Contact made by: <input type="checkbox"/> VMS Volunteer <input type="checkbox"/> VMS Staff <input type="checkbox"/> IMS Supervisor <input type="checkbox"/> other _____		
5. SUPERVISOR NAME:	6. VOLUNTEER NAME:	
7. VOLUNTEER ID #:	8. VOLUNTEER POSITION:	
9. LOCATION OF DUTIES:		
10. ISSUE		
11. BACKGROUND		
12. SUGGESTED SOLUTION		
13. RESOLUTION		
14. TROUBLE DESK OPERATOR SIGNATURE:		15. ISSUE RESOLVED <input type="checkbox"/> YES <input type="checkbox"/> NO
16. DATE:	17. ACPH-VMS MANAGER SIGNATURE:	

**Instructions for:  
VMS T2 - Trouble Desk Information Form**

- ? Section 1: Document the name given by ICS/IMS management to the name of the incident.
- ? Section 2: Document the time and date the form is being prepared.
- ? Section 3: Document the operational period the form applies to. For instance, if operating on a 12 hour cycle, then put 0700-1900 or 1900-0700 as appropriate. If operating on a 24 hour cycle, then 0700-0700 as appropriate.
- ? Section 4: Document the position of the person who filed the form.
- ? Section 5: Document the name of the ICS/IMS Supervisor overseeing the volunteer involved in the trouble report.
- ? Section 6: Document the name of the volunteer involved in the trouble report.
- ? Section 7: Document the ACPH volunteer identification number of the volunteer involved in the trouble report.
- ? Section 8: Document the assigned position of the volunteer involved in the trouble report.
- ? Section 9: Document the location of the duties performed by the volunteer involved in the trouble report.
- ? Section 10: Document the problem encountered with the volunteer involved in the trouble report.
- ? Section 11: Document the background of the problem to clarify the context of the situation in which the problem occurred.
- ? Section 12: Document the suggested solutions offered by the ICS/IMS Supervisor to remedy the problem.
- ? Section 13: Document the suggested responsible party for implementing the solutions to the stated problem.
- ? Section 14: Insert the signature of the Trouble Desk Operator who completed the form.
- ? Section 15: Document whether and the problem was resolved and effective solutions implemented. This should be acknowledged by the VMS Manager via a signature.
- ? Section 16: Document the date on which this form was completed.
- ? Section 17: Insert the signature of the VMS Manager.

# ***RECRUITING VOLUNTEERS INTO THE VOLUNTEER MANAGEMENT SYSTEM***

## **VOLUNTEER NOTIFICATION & RECRUITMENT TOOLS**

- VOLUNTEER RECRUITMENT REQUEST  
PROCESS/TEMPLATE (VMS R1)
- NOTIFICATION MESSAGES FOR PRE-  
REGISTERED VOLUNTEERS (VMS R2)



# ***PROCESSING VOLUNTEERS THROUGH THE VOLUNTEER MANAGEMENT SYSTEM***

- **Volunteer Registration & Orientation Tools**
- **Volunteer In-processing Tools**
- **Volunteer Deployment /Out-processing Tools**

VOLUNTEER PROCESS CHECKLIST		VMS P5 Rev. 9/26/05
<p><i>The Volunteer Process Checklist is used by the ACPH-VMS to verify that all documents and procedures have been correctly completed. By ensuring all steps have been accomplished for you, we believe that your preparation for your assignment and future assignments is sufficient to respond effectively and safely in your assigned role.</i></p>		<p><b>REGISTRATION SUPERVISOR</b> Distribution to ACPH volunteer and all desks of the Volunteer Processing Branch.</p>
Volunteer Name:	Volunteer ID #:	
<b>VOLUNTEER PROCESS STEP</b>		<b>VMS (initial and date when done)</b>
ACPH-VMS orientation/acknowledgement		
Registration		
Credential verification		
VMS badge		
Assignment <input type="checkbox"/> YES	<input type="checkbox"/> NO	Volunteers Awaiting Assignment
Assignment brief		
Equipment issue		
Prophylaxis <input type="checkbox"/> YES	Details:	
<input type="checkbox"/> NO		
IMS badge (If provided at ACPH-VMS)		
Equipment return		
ICS/IMS supervisor evaluation		
Volunteer feedback		
Receipt for Volunteering		
<p><i>* This checklist should be kept in the volunteer's file from registration to out processing and is to be kept by ACPH-VMS at all times.</i></p>		

<b>VOLUNTEER FEEDBACK FORM</b>		<b>VMS P12</b> Rev. 9/26/05
<i>This form captures ACPH volunteer feedback from their experience as volunteers through the ACPH-VMS.</i>		<b>VOLUNTEER DEPLOYMENT/OUTPROCESSING LEADER</b> Distribute to Plans
1. Volunteer name/Volunteer ID #: (optional)	2. Position:	
3. ICS/IMS Supervisor:		4. TIME/DATE:
<b>5. Please rate the following:</b>		
Did the volunteering experience meet your expectations? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
Was your assignment clear? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
Was your volunteer assignment orientation adequate to meet the responsibilities of your position? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
Was your on-site job specific training adequate to fulfill your duties? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
Do you feel you were able to fulfill your responsibilities? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
Were you provided with adequate information and assistance when required? <input type="checkbox"/> <b>Fully</b> <input type="checkbox"/> <b>Adequately</b> <input type="checkbox"/> <b>Partially</b> <input type="checkbox"/> <b>Not at all</b>		
6. Would you want to volunteer again for a public health emergency? <input type="checkbox"/> Yes <input type="checkbox"/> Possibly <input type="checkbox"/> Doubtful <input type="checkbox"/> Definitely not reason for choice _____		
7. Please detail any additional issues <b>and</b> recommendations to address the identified issues          		
Can we contact you for additional information? <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>  If yes.... E-mail address _____ / Phone number _____		
<b>Thank you for your assistance. Your input will help us to improve our volunteer system.</b>		

# ***DEMOBILIZING THE VOLUNTEER MANAGEMENT SYSTEM***

- DEMOBILIZATION & RECOVERY CHECKLIST  
(VMS M4)

# Arlington County Public Health Volunteer Management System

## The 'PACKAGE':

'System Description & Concept of Operation'

'Position Description/Qualifications'

'Job Action Sheets'

'Forms and Process checklists'

# Implementation of the ACPH-VMS

- Policies and Procedures
  - Staffing
  - Training, instruction, and education
  - Volunteer support and protection
  - Liability
  - Credentialing
  - Badging
- Database development
- Testing the ACPH-VMS

# POLICY: Staffing the ACPH-VMS

- ACPH-VMS “ Volunteer Management Team”
  - Public health
  - MRC volunteers
  - Other County staff
- ACPH-VMS job descriptions/qualifications
  - Different levels and qualifications
  - Ideally, 2-3 each job

# POLICY: Training, Instruction, Education

- Train
  - Team to operate the ACPH-VMS
  - Train on the System
- Instruct volunteers through ACPH-VMS
- Educate public health OTHERS
  - About the ACPH-VMS
    - How different from VRC
  - How to work with volunteers



# **POLICY: Volunteer support and protection**

- Liability coverage
- PPE
- Worker's compensation
- Records maintenance
- Out-processing
  - Debriefing
  - Feedback – “lessons learned”
  - Acknowledgement

# Liability

- State Risk Management Plan
  - \$2,000,000 liability
  - Medical malpractice
  - \$10,000 medical payment provision

# State liability coverage requirements

- Be registered in an MRC or Volunteer Unit
- Demonstrate competency
- Act under direction of VDH or other state agency
- Follow policies and protocols
- Act within scope of education and experience

# POLICY: Credentialing

- Photo IDs
- Licensure verification
- Secondary source
  - Hospital rosters
  - Arrangements with facilities
  - \* volunteers will work with and be supervised by public health staff!
  - \* Job assignments will be aligned to public health roles and responsibilities!

# POLICY: Processing County Employees

- Register \*
- Assign
- Instruct
- Track
- Support \*

\* May be partially provided through the employee system

# POLICY: Badging

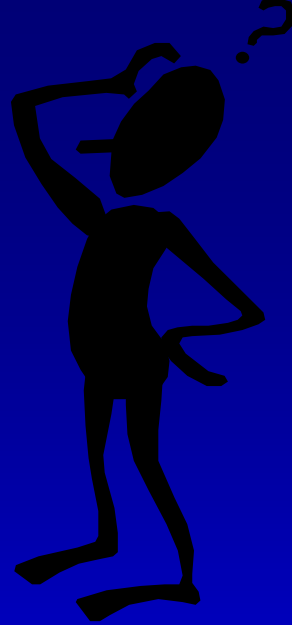
- MRC photo ID

Accept badges from others?

- Hospital IDs
  - CERT
- Site access badge
  - Update daily

# Database development

*“ What to do and how to manage ”*



1. Current MRC database – Access based
2. ACPH-VMS form specific – tbd
3. State registration database
4. County registration and referral database
5. ESAR-VHP

# ACPH-VMS database criteria

- Electronic forms
  - Eliminate repetitive data entry
  - Automatic updates
- Interact with master database, photo ID system
- Connected to ICS



# Testing the ACPH-VMS

- Training Volunteer Management Team
  - Management, volunteer processing, incident integration
  - Scenario exercise
  - After action
- Exercise volunteer processing
- Simulation
- Anecdotal feed-back

# ACPH-VMS

## *Website availability:*

Arlington County Department of Human  
Services, Public Health Division

George Washington University ICDRM:

<http://www.gwu.edu/~icdrm/projects/VMS/index.htm>

# Contact us

- Jan Tenerowicz
  - Phone (703) 228-4986
  - E-mail [jtener@arlingtonva.us](mailto:jtener@arlingtonva.us)
- Valerie Seefried
  - Phone (202) 994-7830
  - E-mail [valeries@gwu.edu](mailto:valeries@gwu.edu)

***Thank you!***